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49/10

RECRUITER



The United States Army Recruiting Command

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USAREC Hqs



The State of the Command
see page 10

JOURNAL
AT
Oct 96

“Smart Quotes”

- The unemployment rate dipped to 5.4 percent in April, the lowest level in 14 months. Nevertheless, the Bureau of Labor Statistics (BLS) said only 2,000 new payroll jobs had been created in April, as opposed to 178,000 in March and 631,000 in February.
(*American Marketplace*, May 1996)
- A record 51.7 million students entered the nation's public school classrooms this fall, eclipsing the old record 51.3 million set in 1971. The major cause of the recent upsurge is the baby boomers, who put off having children in the '70s but are now sending the baby echo off to school.
(*American Marketplace*, Aug 1996)
- Between 1991 and 1995, the number of college freshmen has increased by 13 percent. But this time the increase is not the result of increased college continuation rates among recent high school graduates—those rates actually declined by 0.5 percent. Rather, the increase in the number of freshmen is the result of increases in the number of high school graduates by 14 percent.
(*Postsecondary Education Opportunity*, Jun 1996)
- The 1995 Freshman Survey reported that 19.1 percent of college freshmen reported that they had a major concern about their ability to finance their higher education. This was the highest proportion reporting a major concern in the 30-year history of the survey. It continues the sharp upward trend begun after 1989, when 13.1 percent of freshmen reported a major level of concern.
(*Postsecondary Education Opportunity*, Jun 1996)

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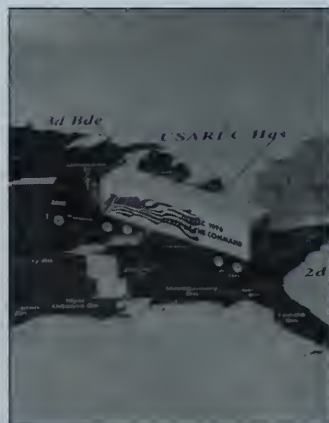
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This month's cover....

was designed by Joyce Knight, a visual information specialist at Headquarters USAREC. It represents the national scope of USAREC's annual mission and was photographed by Greg Calidonna, Advertising and Public Affairs Directorate, HQ USAREC.



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726



REPLY TO
ATTENTION OF

RCCS-CH (165)

18 SEP 1996

MEMORANDUM FOR All Recruiting Personnel

SUBJECT: Suicide Prevention


1. USAREC is not immune to the tragedy of suicide. Every member of the command must be vigilant to the following signs which may indicate someone is contemplating suicide:

- a. **VERBAL SIGNS:** "You'd be better off without me," "I wish I were dead," "My problems will soon be ended."
- b. **PLANS FOR DEATH:** Giving away prized possessions, making a will, putting affairs in order, getting something for a suicide (gun/ammunition/rope/medication, etc.).
- c. **DEPRESSION:** Unusual sadness, anxiety, or loss of interests.
- d. **BEHAVIOR CHANGES:** Sleeplessness, weight loss, loss of appetite, uncharacteristic irritability.
- e. **HISTORY:** Previous attempts or family history of suicide.

2. Work and private lives are often stressful. As an example, the early months of a new recruiter's tour in USAREC may be particularly stressful. No soldier, employee, or family member should be left to feel alone or hopeless when suffering debilitating stress. Signs of emotional distress require the observer to act. Pass the word to your commander/supervisor, call the chaplain, or dial the local suicide hotline. Do not risk regrets later because you were not observant enough to recognize a suicide signal until it was too late.

3. Many resources exist to help with this critical problem. I hold leaders responsible to identify signs of emotional distress and act accordingly. The entire USAREC family should consider themselves valuable contributors to the solution of this problem.

*This is everyone's business.
Every leader must be
totally engaged to
prevent tragic loss.*


ALFONSO E. DENHARDT
Major General, USA
Commanding

"RECRUITING FOR AMERICA'S ARMY"

DEP/DTP Program — Issues and Answers

As of Aug. 1, 1996, the brigade and battalion sergeants major are specifically tasked with the overall management of the DEP/DTP Program. What does that mean? Actually, all it means is that the sergeants major in the business are the most knowledgeable, particularly in the leadership arena.



CSM Brooks

NCOs have always been responsible and accountable, and now it has been directed by the CG, which makes it public knowledge that we NCOs are in charge. Does this mean the DEP/DTP Program is no longer officer business? The answer is "certainly not!" Officers are either in command or accountable in the Army. DEP/DTP is everyone's business, but it is the responsibility of the NCO to ensure that we recruit and ship quality folks for our Army.

Since Desert Shield/Storm, our DEP/DTP losses have consistently been on the rise, especially losses in the one category we affectionately refer to as "apathy." There have been significant increases beginning with FY 94 and continuing into FY 96, and if we don't get a handle on this situation quickly, the command and the Army will surely suffer the consequences.

Why so many apathy losses? My answer: Today's youth is "high maintenance." They tend to change their minds with greater frequency and commitment now as compared to 10 years ago. Call it cultural or a product of Generation X theory, but it is reality. On the other hand, we have not fundamentally changed how we manage our DEP/DTP in the past 16 years or so. Now, if our market is changing and we're not, then we are on an absolute collision course and we are already feeling the impact due to increased losses. These losses invariably increase our mission every time we lose a DEP member. Apathy, as well as all avoidable DEP losses, are your greatest challenges today.

Myths about apathy losses

There are a number of these, but I will go over a couple of the more frequent ones used:

1. "They weren't sold anyway."
2. "The recruiter told them they didn't have to ship."
3. "They never should have been in the DEP."

The first, *not sold anyway*, doesn't pass the common sense test. First of all, how many recruiters do you know who are so good at their jobs that they can sell another person on taking a three-hour test, spending two days at the MEPS, and undergoing an extremely intensive physical examination, not to mention the moral and administrative screening, and then not want to be in the DEP?

The bottom line is simply that the applicant *did* want to join and did so because of the relationship with his or her recruiter. How can you expect a person to go through all that and not be sold? This is obviously a myth or perception that we've turned into a reality, and it's got to stop here and now.

The second, *their recruiter told them they didn't have to ship*, is yet another escape from reality. That reality is that the folks we put in the Army today will ask the question, "What if I change my mind?"

When asked this question, (and they do ask this question) the recruiter is obligated, by regulation, to explain the discharge process and all the reasons supporting such requests. If the recruiter fails to do this, he/she could be facing charges of recruiting impropriety. However, there are ways to explain negatives in a positive way. We have to train our recruiters better on how to do that.

And the last, *they never should have been in the DEP*, is probably the most common excuse used by new station commanders and first sergeants. It's a way for us to rationalize and otherwise convince ourselves that it's okay to take losses of this nature. However, this excuse is too subjective and, for all purposes, is a "cop-out." Oftentimes new station commanders will purge their DEP pool of the undesirables, so to speak. Just because those DEP members did not join under their watch does not mean that they aren't good DEP members.

**Why so many
apathy losses? My
answer: Today's
youth is "high
maintenance."**

Other reasons not to ship

Other reasons to not ship may include situational changes brought on by marriage, death, health, or job changes. Even these are sometimes salvageable if we know about them. The key is for the responsible person, *the recruiter*, to stay in contact with the DEP in a tutorial and mentoring sense.

The DEP/recruiter relationship is, in itself, high maintenance. These young people we are working with need the "other adult" figure in their life. Next to parents and educators, we Army recruiters are the largest group of professionals who communicate and interact with America's youth. They need us just as much as we need them.

DEP/DTP functions and formations

What about DEP/DTP functions and formations? These types of formations work for some stations, but not for many. Most formations are conducted just to meet a requirement, and only about 40 to 50 percent of the DEP/DTP members actually attend.

When such events are scheduled, they must be carefully and thoroughly planned. Many recruiters like the functions and formations because they give them the opportunity to play NCO again. However, this group or arbitrary approach could and oftentimes does backfire.

Our DEP/DTP members are young people with different agendas for enlisting. Some are extroverts and others are not. We need to prepare them for basic training, but not necessarily to a TRADOC standard. Most of them have an inherent fear of basic training and sometimes our attempts to teach them reinforces that fear and the result can be a DEP loss.

Know your DEP/DTP members. Some don't mind being called "Private," while others may be turned off. Good DEP/DTP functions are the result of timely follow-up, face to face, and telephone skills.

Statistical evidence

What do statistics tell us? Program Analysis and Evaluation Directorate at headquarters tracks DEP/DTP loss by RSW, RSM, and YTD. You might think this data would facilitate making policy changes, etc., that would improve the situation. However, based on what I have seen in the stations and what the USAREC IG findings tell us, this data is skewed (inaccurate).

In other words we, as 79Rs, are not managing our DEP/DTP IAW UR 601-95. As a matter of fact, the IG says, "It is the most abused regulation from station to battalion." So statistics at this point don't tell us anything except that we are not doing our job as far as the DEP/DTP Program is concerned.

Solutions

What will fix the problem? First of all, we have a regulation, UR 601-95, that clearly outlines procedures for timely and effective DEP/DTP follow-ups. (Keep in mind that the DTP requirement is the same as the DEP.) The requirements are:

1. Effective and detailed DEP member orientation to complete the record and set up a follow-up schedule... overall!

UR 601-95 DEP Requirements:

1. **Effective and detailed DEP member orientation to complete the record and set up a follow-up schedule... overall!**

2. **Once a month face-to-face tutorial meetings with the DEP/DTP members.**

3. **Once a month follow-up by telephone.**

4. **Follow up two times by telephone and face-to-face during the last 45 days before shipping.**

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4. Follow up two times by telephone and face-to-face during the last 45 days before shipping.

The requirements for monthly DEP/DTP functions may be a redundant requirement since the no-show rate is high. However, if the steps above were adhered to, the attendance rate would be much higher.

The foregoing information is provided to show that we are not doing all that we are supposed to do where DEP/DTP are concerned. The fix is at the station, with the recruiter, and all members of the chain of command and support channel must be involved.

The pursuit of the DEP/DTP referral is DEP/DTP management. The command has approximately 27,000 people in the DEP (RA only). This equates to approximately two divisions of folks who have said yes to the Army. Imagine the referral potential from 27,000 DEP members.

Let's break it down to the company level. Let's say a company has 100 DEP members. To meet their once a month rule, the recruiters would contact 25 DEP members per week face to face (tutorial) and 25 by telephone. This means in every given week, 50 percent of the DEP members would talk to their recruiter, 50 percent each week of the month. Follow-up plans conducted in this fashion allow the SC and recruiter the opportunity to include DEP referrals in their weekly prospecting plans, which is the way it should be. If you break the DEP into quartiles (weekly), conceivably you should be able to achieve a referral number weekly equal to 25 percent of your total DEP population. Read this again to make sure you understand what I just said.

Yes, DEP/DTP management is NCO business, and it's about time we take control of this DEP/DTP loss cancer that has just about destroyed this command. I need total involvement by all... total involvement now!

Planning for an RSB Exhibit



SFC John Thompsett and SFC Cedric Broyles ready one of the RSB cinema vans for the touring season. (RSB/CDG photo)

by CPT Cliff Buttram, RSB Operations

The Recruiting Support Battalion (RSB) helps recruiters take care of business with mobile assets that directly contribute to lead generation and appointments.

The RSB has three types of touring exhibits to help field recruiters with their mission:

- **Cinema Van** — An 18-wheel semi-trailer that is a touring theater which exhibits academic and Army-related multi-media shows. The van can seat 40 students comfortably. There are seven of these assets.
- **Cinema Pod** — A “portable optical display,” of which there are eight, is designed for setup in the classroom or auditorium and presents the same shows as the Cinema Vans.
- **Army Adventure Van** — An 18 wheel semi-trailer that gives the audience a hands-on encounter with the high-tech Army. Features include Night Vision Goggles, a Global Positioning

System, an M1 tank simulator, a Cobra helicopter simulator, a Weaponeer, and nine Army-related videos. Presently, we have one Army Adventure Van.

The scheduling of these assets is covered in USAREC Regulation 601-93 of the Recruiting Station Operations Update. Your battalion A&PA shop has the necessary promotional materials to use when you plan and schedule a school visit.

Planning for and executing an RSB visit shouldn't be seen as a diversion. If you know you're getting a van or POD, take the time to go to the school to do the coordination with school officials well in advance. You'll find that they'll often be excited and appreciative of the fact that the Army provides educational assets such as these.

Try not to take the path of least resistance by scheduling them in a “friendly” school. Instead, use the RSB in your harder to penetrate schools for the best results. Every battalion is supported with these assets throughout the school year and the schedules are planned in advance. Several weeks prior to an RSB visit, the recruiting station will be contacted by the RSB exhibitor for initial coordination. Topics discussed will include school site, class schedules, access, road clearance and parking. It'll be a long day! Normally, recruiters and exhibitors will meet before sunrise in order to get to school in time to set up the exhibit, which takes about an hour. Recruiters and exhibitors will be on their feet, on stage and on production for six solid hours. The local recruiter should be prepared to speak to his audience about Army opportunities, have plenty of business cards, and work the crowd as they come in and out. What's in it for you?

At the end of the day, you'll get lead cards with up to 200 names, addresses and phone numbers. Better yet, an RSB asset will average 10 requests for appointments. Call those prospects that night!

A well planned, well executed RSB visit can pay big dividends — if you invest the time and effort to strike it rich.

FY 96 RSB Statistics

SCHOOLS	HEADCOUNT	TARGET AGE LEADS	APPTS	REFERRALS	DEP/COI FUNCTIONS
1,690	255,439	130,856	12,365	780	277

National Voter Registration Act

This headquarters has received an emergency supply of DD Form 2644. We will forward all battalions their share as soon as possible. The forms are now available at the publications center and can be ordered through your publications and forms clerk. Requests should be sent electronically using the STARPUBS DDN Interface System (SDIS). The correct unit of issue for DD Form 2644 is "cd" and 2645 is "cs."

A video training tape on NVRA has been forwarded to each brigade point of contact for distribution. The tape is very informative and should help the recruiters get a better understanding of the program.

The 1996 general election is rapidly approaching; therefore, when requesting forms or other NVRA supplies ensure that you anticipate and are prepared for an increased number of citizens coming to your recruiting stations to apply for or update their voter registration.

Point of contact for this action is Mr. Stewart, DSN 536-0494 or 1-800-223-3735, extension 6-0494.

Spouse Appreciation Week is Oct. 21-25

October is National Domestic Violence Prevention Month. The week of Oct. 21-25 is Spouse Appreciation Week. This week provides an opportunity for all to reflect on the importance of our families and the prevention of spouse and child abuse within our communities. The goal is to emphasize healthy family relationships that ultimately can lead to the prevention of domestic violence

and hopefully other forms of violence within our society. No one should feel fearful in their own home, and no child should ever witness abuse between their parents. Everyone should feel safe and secure.

Approved "M" device for reservists

For the first time in history, reservists can wear a mobilization appurtenance on the Armed Forces Reserve Medal.

President Clinton signed an executive order Aug., 6, 1996, authorizing wear of a bronze "M" device by reservists who served at least one day of active duty in support of a qualifying operation after Aug. 1, 1990. Those operations are the Persian Gulf War, Restore Hope (Somalia), Uphold Democracy (Haiti), and Joint Endeavor (Bosnia). Reservists qualify even if they volunteered for active duty.

The executive order also changed how the AFRM is awarded. Previously, the medal signified 10 years of qualifying service. Now, the AFRM can be awarded to reservists with less than 10 years' service if the reservist earns the "M" device.

The "M" device is awarded each time a reservist participates in a qualifying contingency operation. It may not be awarded more than once for the same operation, even with a break between active duty tours.

An Arabic numeral worn next to the "M" device indicates number of awards, starting with the second. The "M" alone indicates first award.

An hourglass worn on the AFRM signifies longevity — bronze for 10 years, silver for 20,

gold for 30, and gold plus bronze for 40.

The AFRM must be worn with an appurtenance, never alone.

The hourglass or "M" device, when alone, is centered on the AFRM ribbon. If both are awarded, the hourglass is worn on the ribbon to the wearer's right, with the "M" device to the left. If an Arabic numeral is worn, the "M" device is moved to the center and the numeral worn to the left.

Veterans may request award of the AFRM with "M" device by writing to:

Commander, Army Reserve Personnel Center (ARPERCEN)
ATTN: ARPC-VSE-A
9700 Page Avenue
St. Louis, Mo. 63132-5200

The "M" device and hourglass are not currently available through normal supply channels, but may be purchased commercially at post exchanges and clothing sales stores.

The executive order makes approximately 282,000 Reserve and National Guard members eligible for the "M" device.

Army Reserve magazine



PPI reminder

A reminder that personal presentation items (PPIs), such as coffee mugs, pencils, sweat bands, bookcovers, desktop schedulers, etc., are not to be used by USAREC personnel for their own use. These items are for presentation to prospects and influencers and should be used for that purpose only.

GOLDEN KNIGHTS 1996 SCHEDULE

October 12-13 El Paso, TX Amigo Airshow
 October 12-13 Muskogee, OK Airshow
 October 16 Womack (add on)
 October 19 Columbus AFB, MS Open House
 October 19-20 Bowling Green, KY
 October 20-22 Vance AFB, OK Open House
 October 21 Fayetteville, NC (add on)
 October 26 Newark, DE University of Delaware
 Parent's Day

October 26-27 Travis AFC, CA (add on)
 October 26 Sheppard AFB, TX Open House
 November 9 Maxwell AFB, AL Airshow
 November 9-10 Homestead AFB, FL Miami Airshow
 November 10 Pope AFB, NC Open House
 November 11 Grand Junction, CO



RECRUITING SUPPORT BATTALION

Cinema Vans

RSM 1-28 Oct, 96

1-2 Oct, Milwaukee
 7-11 Oct, Chicago
 15-25 Oct, Great Lakes
 1-11 Oct, New England
 15-28 Oct, New York
 1-11 Oct, Minneapolis
 15-18 Oct, Milwaukee
 23-28 Oct, Columbus
 1-18 Oct, Columbia
 22-25 Oct, Raleigh
 1-28 Oct, Phoenix
 2-11 Oct, Des Moines
 16-28 Oct, Oklahoma
 1-11 Oct, Jacksonville
 15-25 Oct, Tampa

RSM 29 Oct, - 25 Nov, 96

29 Oct - 8 Nov, Cleveland
 12-25 Nov, Columbus
 1-15 Nov, New York
 29 Oct-25 Nov, Baltimore
 4-15 Nov, Cleveland

19-25 Nov, Chicago
 29-15 Nov, Raleigh
 19-21 Nov, Nashville
 4-15 Nov, Los Angeles
 4-8 Nov, Dallas
 25 Nov, San Antonio
 29-25 Nov, Miami
 26-27 Nov, Columbus

RSM 26 Nov, - 30 Dec, 96

3-13 Dec, Indianapolis
 26 Nov-13 Dec, Baltimore
 26 Nov-6 Dec, Chicago
 9-13 Dec, Indianapolis
 26 Nov-13 Dec, Atlanta
 26 Nov-13 Dec, S. California
 26 Nov -5 Dec, San Antonio
 9-13 Dec, New Orleans
 26 Nov, Miami
 2-13 Dec, Tampa

Cinema Pods

RSM 1-28 Oct, 96

1-4 Oct, Chicago

8-18 Oct, Great Lakes
 22-28 Oct, Cleveland
 1-23 Oct, Salt Lake City
 28 Oct, Phoenix
 1-11 Oct, Philadelphia
 15-28 Oct, Albany
 1-11 Oct, Atlanta
 15-28 Oct, Montgomery
 1-16 Oct, Oklahoma
 21-28 Oct, Kansas City
 1-11 Oct, Pittsburgh
 15-28 Oct, Beckley
 1-17 Oct, San Antonio
 21-28 Oct, New Orleans
 1-28 Oct, Seattle

RSM 29 Oct, - 25 Nov, 96

29 Oct - 8 Nov, Columbus
 12-25 Nov, Indianapolis
 29 Oct - 13 Nov, Phoenix
 18-25 Nov, Los Angeles
 29 Oct - 15 Nov, Albany
 19-25 Nov, Syracuse

29 Oct-8 Nov, Montgomery
 12-25 Nov, Jackson
 29 Oct-8 Nov, Kansas City
 12-25 Nov, Des Moines
 29 Oct - 15 Nov, Beckley
 19-25 Nov, Harrisburg
 29-15 Nov, New Orleans
 20-25 Nov, St. Louis
 29-30 Oct, Seattle
 4-25 Nov, Portland

RSM 26 Nov, - 30 Dec, 96

2-13 Dec, Chicago
 26 Nov-13 Dec, Los Angeles
 26 Nov-13 Dec, Syracuse
 26 Nov-5 Dec, Jackson
 9-13 Dec, Nashville
 26 Nov, Des Moines
 3-13 Dec, Dallas
 26 Nov-13 Dec, Harrisburg
 26 Nov-13 Dec, St. Louis
 26 Nov, Portland
 3-13 Dec, Des Moines

Army Adventure Van

RSM 1-28 Oct, 96

2-9 Oct, Oklahoma
 14-18 Oct, Houston
 22-25 Oct, Jackson
 28 Oct, Nashville

RSM 29 Oct, - 25 Nov, 96

29-1 Nov, Nashville
 6-14 Nov, Chicago
 18-25 Nov, Columbus

RSM 26 Nov, - 30 Dec, 96

29 Dec, Columbus
 2-6 Dec, Harrisburg
 10-13 Dec, Philadelphia

DEP/DTP Leadership and Management

by *SFC Jean Allen, Recruiting Operations*

As the fiscal year comes to a close it's time to plan our Delayed Entry and Delayed Training Programs. As specified in USAREC Reg 601-95, DEP/DTP management is structured in three parts: DEP/DTP briefings, DEP/DTP follow-up, and DEP/DTP functions. As leaders and managers of this program, it is important to develop the program with specific activities outlined for the new DEP/DTP members.

As you know DEP/DTP management is a daily issue at all levels within USAREC. Sadly enough, DEP/DTP management is a sore subject as we continue to lose more ground with each passing year. You must understand the severity of this problem and what you can do to fix it.

USAREC has two specific manpower missions: DEP (contract) and accession. Failure to meet these missions seriously hinders total Army readiness. Looking at the "big picture," the issue of excessive DEP losses brings up some very disconcerting facts. USAREC's average DEP loss rate normally exceeds 15 percent. Granted, some battalions operate under 15 percent; however, many do not.

When a recruiter takes a DEP loss, all levels of command, from station commander to the commanding general, suffer. The loss of training seats cost the command and the Army a huge amount of money. Administrative work loads increase as staff personnel deal with the paperwork associated with DEP/DTP losses. Recruiters have the most difficult task, they have to make it up with a new contract. He or she must not only continue to prospect and process for the original mission, but also do additional work to make up the loss and still achieve mission box, all within the RSM. Given the short amount of time you may be faced with to make up the loss, it is very possible the mission will be missed.

A major part of the problem starts when recruiters ignore the loss and fail to report a known loss, causing a last-minute crisis reaction. The fact is, some battalions have to contract 13 or 14 months of mission just to cover the year's DEP loss and attain 100 percent mission achieved for the year. The question is, what can be done to fix the problem?

The first step is to review USAREC Regulations 601-95, 350-6, and 350-7. The basics of any Army program is the regulatory guidance that supports it. USAREC has several regulations and pamphlets to provide direct guidance and give suggestions for proper DEP/DTP management and leadership. Become familiar with these. If you believe you already know the policies, review them periodically. You may just learn

something that may save a DEP/DTP loss down the road. If every RA recruiter cut the DEP loss total by one, over 5,000 contracts would not have to be made up.

Timely implementation of the DEP/DTP program is essential. The program is comprised of many parts and each is as vital as the other. Care must be taken to incorporate all facets of the program into your own DEP/DTP management strategy. Let's review some of the parts of the DEP/DTP program which may help you the most.

DEP Orientation

This is the first meeting with your new soldier. It should be scheduled no earlier than three days and not later than 10 days after enlistment. The DEP member should have his or her "Guide for New Soldiers" (RPI 925), the enlistment contract, and a list of questions he or she may have. During this meeting you must try to provide as much information as possible, to help avoid any future problems. One such problem is "buyer's remorse." Buyer's remorse is described as having second thoughts about the merchandise purchased, and is why part of your orientation must involve a resale of the soldier and his commitment to the Army. Your genuine enthusiasm, energy, excitement, and candor will be the combat multiplier you need to solidify the resale.

One suggestion is to treat the enlistee as a soldier. Explain military customs and courtesies and how to behave in the presence of NCOs and officers. This will give the soldiers a positive feeling about themselves and reinforce their commitment to the Army. In the case of high school seniors, involve parents in the orientation because in most cases the parents greatly influenced the DEP or DTP member to enlist. Recruiters are the only thing the new DEP/DTP sees of the Army; therefore, a positive role model in appearance and behavior is paramount.

Inform the new enlistee of his or her responsibilities while in the Delayed Entry or Delayed Training status and insist he assume the responsibility of coming to your office or calling you. Finally, answer any questions they might have and ask for referrals. If he has no referrals that day, take the time to explain the benefits of promotion through the referral program.

You may also need to train your DEP/DTP as a "recruiter." Teach them how to probe using open-ended, fact-finding questions, teach them the basics of programs and options and how to ask for the appointment. Explain you will assist him in any way possible to be promoted to E-2 upon entering active duty. Explain the program to the parents. They love it and will even help their soldier to provide referrals. Historically DEP/DTP

members who are promoted are less likely to be a loss.

DEP Functions

You must be innovative! Simply gathering your DEPs for pizza is not enough. Develop your DEP functions with the same planning you would use to train a line platoon. The training should be informative and relevant to the enlistee being trained. These new enlistees can benefit by the head start you give them. Subjects should mirror those taught in basic training. Get your CLT involved. Soldiers are impressed by the mere presence of senior personnel. You should impress upon the enlistee who these people are and their status. This also serves to build a team concept.

Delayed Training Program functions organized at station level can also be a valuable management tool. Recruiting station DEP/DTP functions serve three purposes: to provide opportunity to get referrals from new enlistees, provide face-to-face interaction to ensure your DEP/DTP continues to be motivated and excited about the Army, and to provide an opportunity to observe their height and weight. As you know, recruiters are authorized to use their recruiter expense allowance to conduct an occasional mini-DEP or mini-DTP function to purchase meals for their DEP or DTP members. This is a great way to get your DEP/DTP members together. But remember, the real reason for the function is not to eat, but to serve the three purposes listed above.

Sample Functions Activity Time

- (1) **Orientation:** Introduce all recruiters and support personnel. Get DEP members together, hold in rank inspections, questions and answers on subjects covered by TRADOC Pamphlet 600-2. (20-30 mins.)
- (2) **Drill and ceremonies:** Give demonstrations and practical exercises of facing movements and marching from FM 22-5. (20-30 mins.)
- (3) **General military subjects:** TRADOC Pamphlet 600-4 provides instruction in general military subjects (i.e., first aid, phonetic alphabet, general orders, etc.). Guest speakers, such as prior service community/business leaders, local drill sergeant, soldiers home on leave local, or military police can be invited to speak at this time. (30-45 mins.)
- (4) **Formal recognition for new members** of the DEP/DTP, E-2 with promotions, certificates of appreciation, DEP T-shirts. (30 mins.)

DEP/DTP Follow-Up

The single most important item of DEP/DTP management/leadership is DEP/DTP follow-up. You must develop a systematic, energetic and enterprising DEP or DTP follow-up plan for the new enlistee. You must continue the rapport stage of your relationship throughout the DEP period. This will make the enlistee want to

talk to you on a regular basis. Mission your new enlistees to contact you on a certain day at a certain time, and hold them to it. If they fail to contact you, ensure you contact them.

Too many times, a recruiter fails to maintain contact with a new soldier, who in turn becomes disillusioned with his commitment and ultimately becomes a loss. Delayed Entry Program/Delayed Training Program follow-up is mandatory. You have no option. Effort must be made to follow the contact requirement set forth in USAREC regulations.

Consider this: A DEP member who cannot be easily located probably doesn't want to be located. This is an obvious indicator that a problem exists. Again, you cannot know of problem unless you talk to the soldier. Care must be taken to totally and completely impress upon these soldiers that it is their responsibility to update you on their status. This should be accomplished during the DEP orientation. Failure to do so will inevitably lead to problems.

During face-to-face encounters remember to check height and weight, ask about use of alcohol, warn them of the dangers of all infractions of law. Remind the new soldier it is his or her responsibility to remain mentally, morally, and physically qualified to ship.

DEP Ownership

This is where the rubber meets the road. You must thoroughly understand that the moment you establish rapport with your prospect, you have assumed responsibility for that individual. You must take a personal interest in your soldiers, and let them know you are truly interested in them and their future. This kind of interest will build a solid trust between you and your soldiers that will be extremely hard to break. The result is a solid DEP/DTP program and an improved ship rate.

Professional Conduct

This area is of special concern. You do not have to be reminded that you are a professional. Conduct yourself accordingly. Ensure your conduct around DEP/DTP members, as well as prospects and applicants, is beyond reproach. There is no place for unprofessional behavior, bad language, etc. This can and will destroy your credibility. Be conscious of this fact; it can affect you when you least expect it.

As you can see, DEP/DTP problems can be easily fixed, but only if you communicate on a regular basis with your DEP/DTP soldiers. Hopefully, these ideas will prove helpful to you. If you need help developing your program ask your station commander to get you started. Leadership stands ready to assist you. Like never before we can make DEP or DTP ownership a positive working program because nothing can take the place of a sincere concern for our DEP/DTP members.

"Too important to

—The State of the Command addresses imperatives and challenges

by MG Alfonso E. Lenhardt, USAREC Commanding General

To the soldiers, civilians, and family members of the United States Army Recruiting Command:

I want to thank you for the great work you've done in this past year and to lay out some challenges ahead.

When the Chief of Staff of the Army, General Dennis Reimer, was here at USAREC headquarters in July, he talked directly to a group of field recruiters, giving them his perspective about the Army and stressing the importance of the recruiting mission. He wants them, and you, to know how pleased he is with the great young soldiers you're recruiting for America's Army.

"I am very pleased and proud of what you have accomplished," GEN Reimer said to the recruiters. "I firmly believe in the Army's six imperatives: quality people, doctrine, force mix, training, leadership, and modernization — but they all center around people. If we don't get the quality people, we're not going to be able to do anything about the other five [imperatives]. That's how important the job you're doing is.

"I want to thank you for the great job you're doing. It's a great Army and you're going to keep it that way."

The Chief of Staff of the Army stresses how important your mission accomplishment is to the Army and to the nation. In a smaller, tougher Army, every enlistee matters. Failure on the part of any of us means empty foxholes somewhere in the Army. That is not an acceptable outcome. Quality soldiers are the single most important element to success in Army operations. Finding, recruiting, retaining, then shipping young American's to the training base where they begin the process of becoming quality soldiers is what we're all about.

During your annual training conferences, you will see a briefing that graphically describes the command's FY 96 mission and what you, collectively, accomplished. I want to tell you personally that you did a great job last year.

Collectively, you achieved the Regular Army mission with excellent quality marks. Individually, your write-rates were the best the command has seen in five years. Reserve recruiters came awfully close to accomplishing the USAR mission in spite of being short handed all

year, another great effort; and AMEDD recruiters produced more total health professional accessions than had ever been achieved before this important mission came to USAREC. The bottom line is FY 96 was a good year for the command and the Army, and you made that happen. You already know FY 97 challenges each of us to be more effective as we meet and achieve enhanced recruiting missions.

I'd like to take a few minutes to address what I call our operational imperatives, imperatives we must abide by to be successful.

Operational Imperatives

- Integrity in all operations
- Effectively directed recruiting activities and process management
- Productive recruiting skills
- A clear understanding of the processing cycle
- Effective leadership
- Enforced standards
- Positive attitude
- Follow-up

In order to be successful we must see effectively directed recruiting activities and process management every day at every level of command. Every recruiter and leader must be able to demonstrate productive recruiting skills, a clear understanding of the processing

RA MISSION ACCOMPLISHMENT

Category	Mission	Achieved	Percent
NPS	69,500	70,363	101.2
PS	3,900	3,056	78.4
Total	73,400	73,419	100.0

Category		DA Goals	Achieved
HSDG	≥	95	95.2
TSC I-III A	≥	67	67.4
TSC IV	<	2	1.3

come up short”

cycle, plus effective leadership of our Delayed Entry Program soldiers. It takes all three elements to produce success.

We must set and enforce standards daily that result in actions supporting specific mission essential tasks. Multiple activities including constant prospecting produce results. Simply finding and selling one applicant at a time is not smart recruiting. Always have lots of prospects working. Leaders must enable recruiters to achieve this systemic norm.

Attitude and integrity — successful recruiting and leadership require high energy and a positive attitude. Personal integrity throughout the recruiting process is essential to our team success. If one person compromises his or her integrity, it hurts *all* of us. Leaders contribute to ethical recruiting by making sure subordinates know what must be done, how to do it correctly, then providing an environment in which good work can be done.

Follow-up: No one's job is done until the mission is achieved. That means recruiting and leading prospects and Delayed Entry Program soldiers all the way through the sales and processing cycle until they ship to their initial entry training sites. This applies to everyone throughout the command. We're all in the game, not just the individual recruiter.

Operational Tempo

- Planning
- Processing
- Prospecting
- Market expansion
- Selling
- Follow-up

Specifically, the daily activities I'm talking about are planning, prospecting, selling, processing, market expansion,

Our recruiting multipliers include advertising, Recruiting Support Battalion products, leadership teams expanding the market, the education services specialists opening tough schools, and market researchers pointing the way to markets of opportunity.

and follow-up. You're all familiar with these key elements of the recruiting cycle. Our FY 97 mission is the highest in several years. The operational tempo of daily activities must be planned to produce individual write rates and unit production at levels necessary to achieve the team's mission.

I say *team success* because we are a team. It takes all of us, working together toward a common goal, to be successful. That includes the headquarters staffs, the brigade, the battalion, the company leadership teams, station commanders, plus every recruiter out there doing their best every day.

Only recruiters write contracts. Everyone else should be in direct support of recruiters. Those who may not be in a position to directly support recruiter success ought to be providing the tools and pushing support forward to make sure recruiters have what they need to get the job done. Command Sergeant Major Thomas R. Brooks and I take seriously our responsibility to make sure everyone is in the game and contributing to success.

Our recruiting multipliers include: advertising, Recruiting Support Battalion products, leadership teams expanding the market, the education services specialists opening tough schools, and market researchers pointing the way to markets of opportunity. Here at the headquarters we are working with the Department of the Army to enhance the value of recruiting tools. I hope to provide more money for enlistment bonuses and loan repayment programs, more Army College Fund dollars, an enlistment bonus not tied to a specific MOS, and I'm pushing for faster development and fielding of the recruiter laptop workstation. And you will have a new salesbook to use until you get your laptops. To be

USAR MISSION ACCOMPLISHMENT

Category	Mission	Achieved	Percent
NPS	20,000	18,791	94.0
PS	23,197	19,635	84.6
Total	43,197	38,426	89.0

Category		DA Goals	Achieved
HSDG	≥	95	95.2
TSC I-III A	≥	67	73.5
TSC IV	<	2	1.9

successful, these tools need to be integrated locally in the total recruiting effort.

Speaking of the total recruiting effort, I know you cannot be successful without the support and understanding of your families. The command has an obligation to support families by ensuring they have access to the services they need. It is every leader's responsibility to take care of soldiers and their families. Quality of life is a key area of interest for me. I am a strong advocate of Army families and of Army family team building.

Successful mission accomplishment does not have to come at the expense of your quality of life. Quality of life begins with pride in accomplishment. Leaders who provide the resources and necessary conditions for success contribute to a sense of professional pride, self worth, and personal fulfillment. Success breeds success. You see it in championship sports teams. When you play on a winning team and contribute positively to that team's success you feel like the winner you are. That positive feeling of accomplishment carries over into everything you do.

I want you to know I'm serious about my policy directing that soldiers be allowed to take a half day off two times a month. I expect you to use this time to spend with your families. Time off for personal matters is important to families, the soldier, and the unit.

Remember, we've put our money where our mouth is concerning your quality of life. Your recent increase in special duty assignment pay was a command quality of life initiative, as was the distribution of 486 computers to each recruiting station. This new equipment should reduce time spent on administrative tasks, solving some simple frustrations and stress. Fundamentally, though, quality of life relates to attitude, and attitudes are most likely to be positive when you and your unit are making mission.

We're faced with significant mission challenges this year. My goal is two quality contracts per month for each active recruiter and four per month for each AGR

ARMY MEDICAL DEPARTMENT

REGULAR ARMY			ARMY RESERVE	
Corps	Mission	Achieved	Mission	Achieved
AN	91	91	400	576
AMSC	32	33	15	18
DC	78	52	10	21
MC	309	309	200	188
MS	86	106	35	98
VC	43	46	10	11
91CC	47	50	650	553
91VC	6	10	N/A	N/A

SPECIAL MISSIONS


REGULAR ARMY

Category	Mission	Achieved	Percent
WOFT	213	215	100.9
OCS	50	53	106.0
Technical Warrant	735	698	95.0
Special Forces (Enl)	1,250	1,274	101.9
Special Forces (Off)	335	335	100.0
160th SOAR	200	233	116.5
Band	137	125	91.2

ARMY RESERVE

TWOR	455	350	76.9
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recruiter. No non-contributors — everyone needs to be in the game and scoring points. That's what it's going to take for our Army to continue to be the best army in the world.

Our mission is too important to come up short. I've served with professional soldiers my entire adult life. I know you, and I know our Army can count on your competence and commitment to recruiting America's Army. I think the Army and the nation made a safe bet when they placed the future of a quality Army in your hands. 

State of the Command Message from CSM Brooks:

I am extremely happy to be here as your new command sergeant major and I look forward to working with all of you. I'll be out to visit you often to make sure you are getting the support you need to be successful in our mission — providing the strength to the absolutely highest quality army in the history of the free world.

You have read GEN Reimer's words about the importance of the recruiting mission and his appre-

ciation for the job we do. Sergeant Major of the Army Gene McKinney is also a strong supporter of USAREC and a good friend to the command. One of his first visits to a unit after becoming the sergeant major of the Army about a year ago was a visit to Recruiting Command headquarters at Fort Knox.

"I realize in the upcoming year there will be more challenges, more work, but I know you can do it. You're up to it," the SMA has said to

recruiters. "I'm sure you will do all you can to make sure America's Army will continue to be strong."

I've spent a good part of my life in this business and I know we can accomplish what has to be done. It's something that takes dedication and teamwork. Every recruiter has to pull his or her weight and contribute.

Because you are professional noncommissioned officers and recruiters, I know you can do it.

Domestic Violence Awareness and FAP

by Bridget M. Minor, Family Advocacy Program Manager

In the past year, two recruiters were found guilty of murder; both were cases of domestic violence. One was against a spouse and the other against a nine-year-old child. There were 82 incidents of domestic violence in USAREC last year. Sixty-five cases involved spouses and 17 cases involved child abuse. As you can see, domestic violence is not confined to spouse battering. Children in violent homes are also victims, both of direct abuse and injury as well as the psychological battering that comes from witnessing violent acts.

The Army spends much time and energy educating and training its military members. At some point in their careers many soldiers will have families. These families usually include both a spouse and children. Unfortunately, marriage and becoming parents does not come with training manuals. No one trains young couples on relationship skills, communication, and anger management. Nor does a new baby come with a set of instructions or technical manual on how to love and care for the little bundle from infancy through adolescence. We need to concentrate on education and prevention.

During this election year, we are hearing much rhetoric on "it takes a village to raise a child" and "family values." In reality, it takes a community to nurture and support a family on its life journey. The Department of Defense, the US Army and the US Army Recruiting Command takes seriously the responsibility of ensuring that USAREC families live in violence-free homes. This is an ongoing task.

October is Domestic Violence Awareness Month and the launching point for a sustained, year-round campaign to end spouse abuse and child abuse and assure the protection of victims. The theme for this year is "Safe and Secure — Preventing Domestic Violence."

In support of the Department of Defense's Family Advocacy Program, the Army Recruiting Command's Soldier and Family Support Branch will be establishing Family Advocacy Program coordinators and family advocacy assistants at the brigade level to educate and support field recruiters and their families. Our desire is to give families the knowledge to understand that there are options other than violence.

In the military, we have long-standing programs with Army Community Services, Family Services Centers, Family Support Centers, and the chaplains who put special emphasis on domestic violence prevention and intervention. For recruiters who are not near a military installation, many options are usually available in the



local communities, with programs designed to support and help families.

We as individual members of the military recruiting community need to take responsibility to help end domestic violence. The National Resource Center on Domestic Violence has developed the following six steps as ways we can individually help:

- Cultivate a respectful attitude toward women in your family and at your workplace. Avoid behavior that demeans or controls women.
- When you are angry with your spouse or children, respond without hurting or humiliating them. Model a non-violent, respectful response to resolving conflicts in your family. Call a domestic violence or child abuse prevention program for their help if you think you could hurt members of your family.
- If you have a friend or co-worker who is afraid of her spouse or who is being hurt, offer her your support and give her a good referral. You will find information about domestic violence services in the phone book under one of the following headings: social service organizations; crisis services; shelters; hotlines; or, emergency help.
- Learn about domestic violence services in your community. Contribute your time, money, or other resources.
- Call the police if you see or hear violence in progress.
- Talk to your friends and neighbors if they belittle women, make a joke about violence, or ignore a battered woman.

The entire USAREC community must help control the problem of domestic violence. Prevention campaigns will help keep the violence from occurring in the first place. In the military, domestic violence undermines mission readiness. In the community at large, it undermines the fabric of our society and our lives.

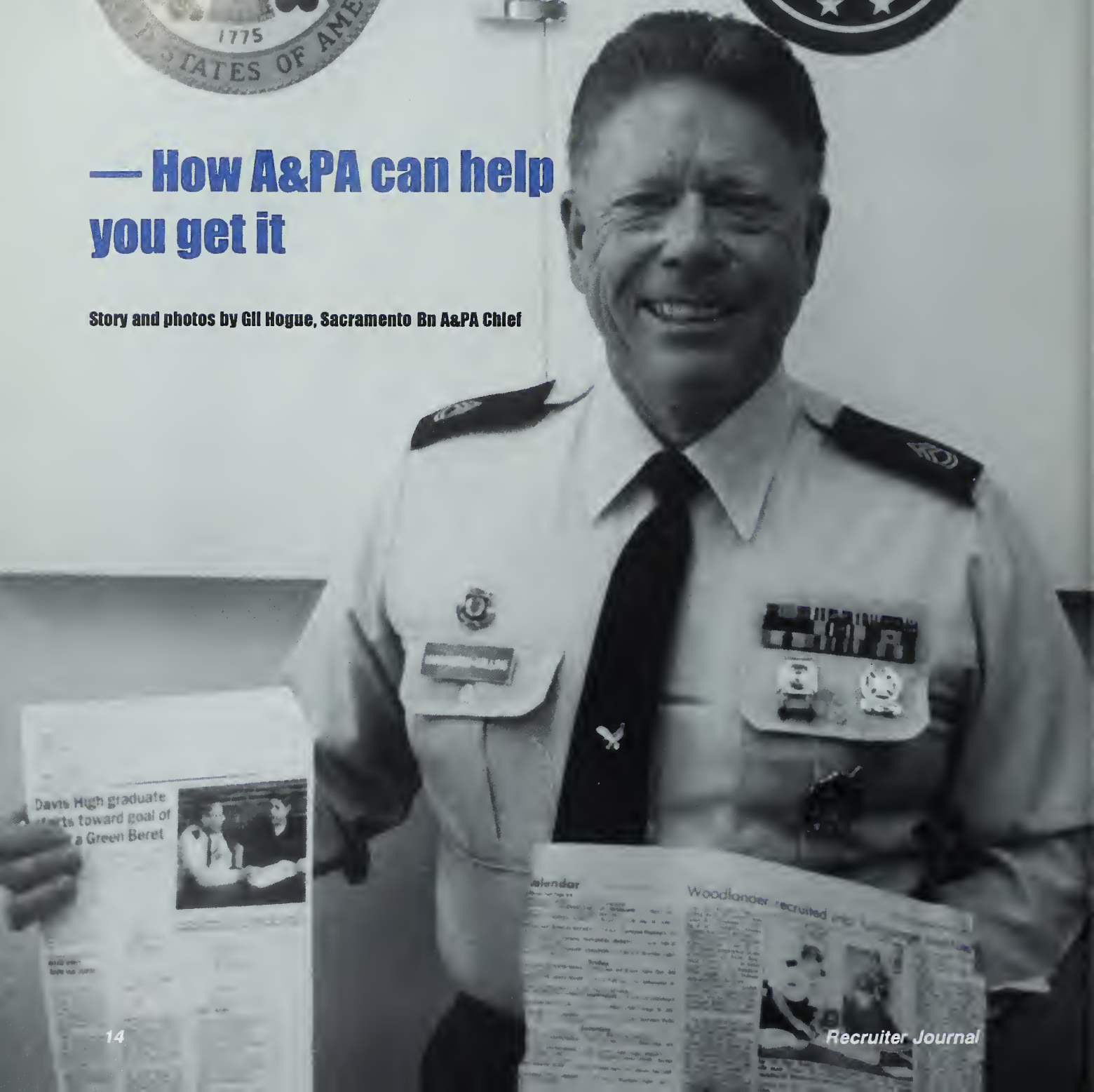
Yes, it does take a village to nurture and support a family. Get involved. Contact your Family Support Coordinator for specific help if you don't know where to turn or contact the National Domestic Violence Hotline at 1-800-799-SAFE (7233). 📞

Publicity



— How A&PA can help you get it

Story and photos by GII Hogue, Sacramento Bn A&PA Chief



Getting publicity is like recruiting. It's the personal touch that succeeds.

What is publicity and why is it important? Publicity is stories about events or people which are placed in newspapers, magazines or on radio or TV. As part of "editorial content," these stories are why people buy and read newspapers and magazines, or watch TV news or listen to radio talk shows. In other words, it's "news."

Publicity is important because unlike advertising, publicity comes free of charge. And, people read (or listen to) it. Getting publicity can actually be more effective than placing paid advertising because people see it, whereas they often don't pay attention to advertisements or commercials.

Recruiters can enhance their effectiveness by getting publicity. It's not difficult and the best way to do it is in partnership with the battalion A&PA office.

SFC Dustin "Dusty" Collins, Army Reserve recruiter in Woodland, Calif., knows the value of publicity. Collins has had several stories about him and his enlistees in both of his local newspapers. He has had an article published in the Woodland High School newspaper, and was featured on KPWB TV in an interview during the recruiting station's grand opening. Recently he had television and newspaper reporters show up to cover his DEP training event. All this has helped make everyone in the community aware that Collins is the man to talk to about the Army Reserve. "It keeps the Army in front of the public," he says. "People will think Army when they think about military service."


Collins makes it happen by looking for something newsworthy about an enlistee or an event. If he puts an enlistee into his local Army Reserve military intelligence battalion, for example, and the enlistee is scheduled to attend language training in Monterey, Calif., he calls the battalion A&PA office. Collins, the enlistee, and an A&PA specialist then get together for an interview and photos. A&PA prepares the story and delivers it, with photos, to the recruiter, who hand-carries it to

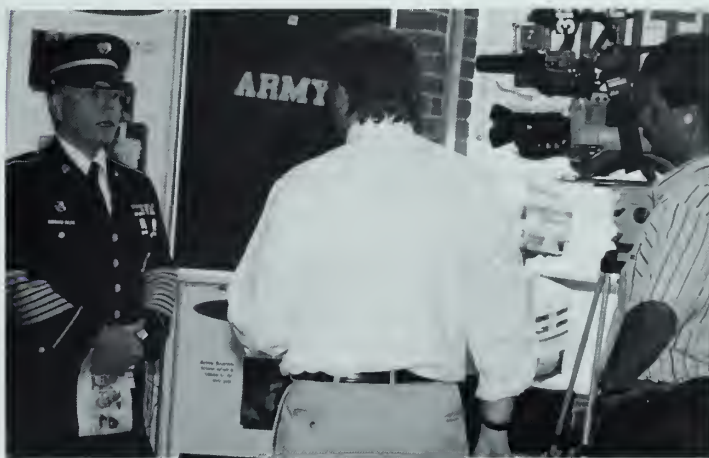
the local newspaper, delivering it to the news desk. In every case the papers have printed both the story and the photos as "news."

To generate publicity, there has to be something newsworthy in the story. Anything unusual might be considered newsworthy. Examples: A young woman enlistee who wants to be a combat infantry soldier. Or the "first" of anything—first to enlist from that town or school; first married couple to join together; first to attend the Defense Language Institute. Finally the story, if prepared by A&PA, needs to be hand-carried to the media outlet. Mailing it reduces chances of its being used. Media outlets receive thousands of mailed-in releases weekly.

Smaller community media are more likely to give Army recruiting publicity, because they need news. Larger outlets like metropolitan daily newspapers rarely use prepared releases, because they have large reporting staffs who generate their stories. The best approach to get into these large newspapers and television news is to invite the news assignment editor to send a reporter to cover the story.

"People stories" sell best to the media. A release about a new recruiting option may be rejected by an editor, but the story about the first person to enlist for the option from that community has a very good chance of getting the news editor's interest.

Finally, getting publicity is like recruiting. It's the personal touch that succeeds. You have to be willing to walk into the newspaper office, stand in front of the reception desk, smile, and say, "I'm your local Army recruiter, and I have a story for you..." 



SFC Collins makes the most of the televised station opening to tell the Army story.

The Way I See It

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours or receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

Sir, your change to the DEP loss points is not fair in my eyes. For the most part the CLT or BLT has told the recruiting station to forward the proper paperwork for a DEP loss, but then sits on it until it is convenient, then at the last minute submits it as a DEP loss. Also, I had a DEP loss who, until the week before he was going to ship, was a strong DEP, but then met a new friend who convinced him that it wasn't the right thing to do. I talked with him, my station commander talked with him, and so did my CLT to no avail. The same time I took him as a loss, I put in the DEP a 16K, a Senior B and a Grad B. My total points for the month was zero.

Once again I don't agree with a double deduction for a last-minute DEP loss. The burden of having to make up a loss for the recruiting team is enough.



Chief of Staff responds:

I appreciate your comments through *The Way I See It* regarding the change in points deducted for Delayed Entry Program (DEP) losses.

The change in policy was brought about by the sudden increase in last-minute DEP losses this command has experienced. Many of the losses we experienced in July should have been identified and taken as a loss much earlier.

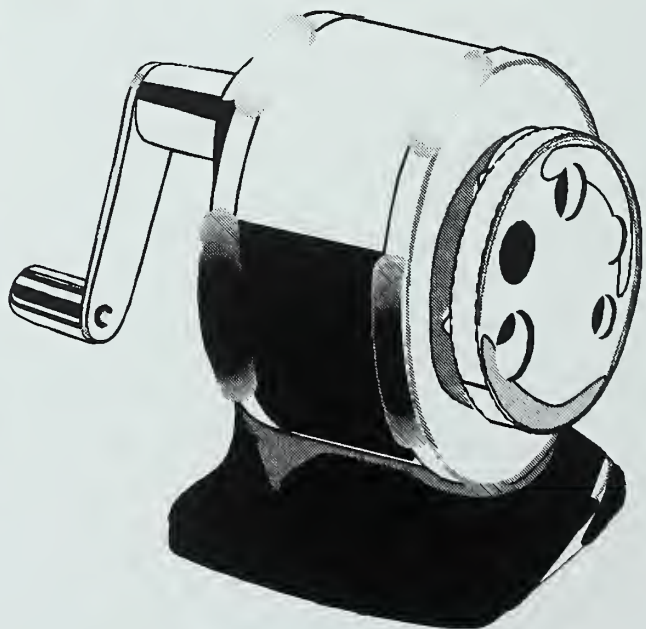
A DEP loss is to be taken as soon as it is identified. They are not to be held until a more "convenient" time to take the loss. We understand that, in the past, losses were being held by the company and battalion leadership teams. This has been addressed at the command level. The current policy was put into place to ensure DEP losses are taken as soon as they are identified. It is meant to increase the focus on our DEPs to ensure we are aware of any potential prob-

lems that may prevent the soldier from shipping to training.

If you have sent a request for DEP separation to your company leadership team and that person was not taken as a loss until the last minute since the new policy was initiated, you should address the issue, through you chain of command, to your brigade. We cannot continue to have over 30 percent of our DEP members become losses as we had in July. A DEP loss rate that high creates such a large burden on you, the recruiter, that it is nearly impossible to make up the losses and accomplish your mission.

This command has also initiated new programs for your DEP members that will enable us to maintain their interest in the Army. The use of morale, welfare, and recreation facilities will allow many DEP members the opportunity to experience some of the benefits they will enjoy as soldiers prior to shipping to training. If you are in an area that has a military base near you, encourage your DEP members to use these facilities. We must work to increase the number of DEP members who ship to training.

Good luck in your recruiting efforts and keep up the good work!



Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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U.S. ARMY RECRUITING COMMAND
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A matter of risk and opportunity



— A thief's story

by James Woodruff, USAREC Security Manager

A new branch office of a large company started up in the Wilson strip mall six months ago.

There was the usual ribbon cutting ceremony with the local newspaper reporter on hand to gather information for the subsequent article published in the "Who's New" column. Mr. Smith, the manager of the new data storage and retrieval business, gave the reporter many details of the highly expensive and sophisticated equipment being used and the type of sensitive information processed and stored, which included client files, business information, and various sensitive data linked to individual social security numbers.

He also informed the reporter that, although the building didn't have all the safeguards that were necessary, he felt that the location was good and the risk was minimal. Besides, adding such safeguards would be inconvenient for himself, his employees, and operational needs. The reporter was careful to capture the details provided which made a very informative and interesting article. Reading the article brought back memories of that same office space where I worked a year ago as a stock clerk for a supply company.

In yesterday's paper, Mr. Smith was again interviewed regarding the new business. However, the excitement and enthusiasm was missing this time. It appears that the business had been experiencing some difficulties after the first couple of weeks of opening with miss-

ing file information, loss of clients, and just this weekend, the business suffered a loss of several items of highly sophisticated equipment.

It seems that all of the missing equipment was commercial automation equipment and software which wasn't properly identified and would be difficult to trace. He remarked that he just couldn't understand why this happened. He further stated that perhaps the janitorial service contractor was somewhat responsible, at least for leaving the rear door unlocked. The article mentioned that Mr. Smith was leaving that afternoon for a trip to the corporate headquarters for senior level meeting regarding the incident. Here's the part of the story that goes between the two newspaper articles.

Jill, my roommate, worked for Mr. Smith and had complained since her first day on the job as a data entry clerk. She said that the pay was lousy and she was tired of the long hours of work and the unappreciative attitude of Mr. Smith. It seemed to Jill that all the employees were dissatisfied. The "bottom line" was his passion. Apparently nothing else mattered to him. He was uninterested in how things really were. She was extremely aggravated when she often waited for him to show up each morning so she could enter the building. When she was late, no matter the reason, she would be required to stay late. Overall, he treated her and others with little respect and was....well you know, the "A" type personality.

He didn't even want cleaning personnel in the office during business hours like the rest of the mall. He said they made too much noise and they got in the way. He paid the contractor to perform the services late in the evening. He was always willing to discuss what the work was, even to strangers, because "there was nothing secret about it." Their employees' only concession was

I wonder how many others are looking or waiting to take an opportunity like I did. It was so easy.

permission to visit the canteen services when they came around.

Let me tell you, I was weary of hearing the complaints Jill brought home to me each day. I often felt like Ralph of "The Honeymooners" but decided the moon was not a place for Jill. My consulting business, which I operated from my apartment, was close to going under due to lack of modern equipment, contacts, and resources. I had tried everything to do what was right. My stress, coupled with that brought home by Jill, created an atmosphere that would lead to ultimate peril in our relationship and my business. I would need to do something, and soon. Then I remembered, I still had the key to the back door of that place. No one bothered getting it back from me when I quit. Did they change the locks between occupants?

I had visited Jill's office several times while she was working. It is the type office that has the large glass windows in front, all of the desks are in a row each having a name plate in the front center indicating the temporary owner's name and title, except for the boss's desk, which is in the rear corner overlooking all others. All of the equipment is in plain sight and can be easily seen from the outside by the passersby, even at night when the blinds weren't closed. All of the file cabinets, desks, and computers have the keys still in the locks.

The rear of the building is typical and dimly lit at night with various types of vehicles parked over the weekend. During the business day, the rear door is left unlocked to allow employees to go in and out and for smoke breaks. I remembered going there around ten o'clock one morning and no one was there at all; they were outside at the canteen truck. I went there very early one morning around 12:45, right after the cleaning team left. Everything was the same, except the shades were drawn closed. Everything was the same last Sunday morning, too.

Can you imagine my surprise when I used my old key in that back door and, like magic, it opened? I can assure you that it was not difficult to remove what I wanted and needed from that office. While I was there, it seemed like hours, but really it was a matter of minutes. I simply closed the door behind me and went to work. No alarms, no cameras, nothing was locked. Papers, ledgers, documents and printouts with names, account numbers, and addressees were just lying around. Even the postage meter was left out ready to go.


It was easy to guess or find the passwords to get into their PCs and the operating system. One person left their password under the key board, one used their name, and even one had the password written on the monitor screen. I copied several files from the hard

drive of two PCs, made copies of several referral lists that were left out, made copies of several diskettes regarding system operations, metered a couple hundred envelopes, stocked up on toner for the laser printer, got several complete sets of software, a modem, a real nice fax machine, a scanner, a multi-function telephone, and, of course, two complete new desk top computers and printers. The color printer is nice. I even found and took the hard copy of office inventory and all equipment purchase receipts in one of the file cabinets.

Oh, did I forget to tell you? I wore latex gloves and, just in case, I dropped Jill's PC on the floor a couple of times and erased Smith's hard drive. I left the door unlocked on my way out. Remarkable, in less than an hour I had what I wanted and was gone.

I am glad to tell you that my business is doing well now. I'll even say it has great potential. I have new equipment, software, references, clientele and resources. I even have enough personal history data on thousands of people to get any major credit card or replacement cards with little difficulty. Jill is happier too! At least for now. She has a new supervisor, a key to the building, and brand new equipment. She did say that the main office has demanded the implementation and enforcement of required corporate security procedures. Jill says that the branch office may be forced to close in the near future due to a significant loss of customers to other local businesses and the pending civil and federal actions for failure to protect privacy act information and other sensitive personal data.

Thank you, Mr. Smith, for telling me what I needed to know and for being so dedicated to the bottom line that you neglected other responsibilities. Thanks to my previous supervisor at the supply company for not getting the key back. (I still have it. I may need it again, in the future.) I learned some valuable lessons. I certainly won't do business like you, Mr. Smith. I wonder how many others are looking or waiting to take an opportunity like I did. It was so easy. Actually, I'm surprised some crook didn't beat me to it.

Author's note: Are you a Mr. Smith? Do you know a Mr. Smith? Can you relate to Jill's situation? Was it difficult for the story teller to solve his problem? Although not as entertaining to some, the story told in USAREC Regulation 380-4 (Security Program), DA Regulations 190-13 (Physical Security) and 190-51 (Security of Unclassified Army Property) provide guidance on what must be done to prevent incidents as described in this story. There are opportunists and full time professional thieves just waiting to take advantage of the risks we take. It is a simple matter to assess a vulnerability and capitalize on the weakness. Assess the vulnerabilities in your office and take appropriate measures to counter them. Remember, taking risks may have rewards. However, the rewards may go to others. 

The military and radial keratotomy

by Dr. Gretchen Mann, CMO, Denver MEPS (reprinted from "Pride of The Rockies," April-June 1996)

A full 25 percent of the population in the western world is nearsighted. In most cases, this is merely an inconvenience since excellent correction is available with contact lenses or glasses. Radial keratotomy (RK) is an alternative treatment for nearsightedness. RK has garnered intense interest in the 17 years since it was first introduced into this country. RK is a surgical treatment for nearsightedness, which basically involves the creation of several radial cuts in the cornea. These cuts cause the cornea to flatten and, therefore, improve nearsightedness. The procedure is performed for those individuals who do not like the inconvenience of corrective lenses, for those who desire a perceived improvement in appearance without lenses, and certainly there may be economic reasons which continue to create interest in this procedure among medical practitioners.

In general, this is a safe and largely effective procedure when it is properly performed (most patients are pleased with their operative results), but it is not a panacea. Complication rates are low, but may include problems which adversely affect vision, damage the structural integrity of the eye and interfere with the patient's daily activities. For these reasons, a history of radial keratotomy or a history of similar corneal surgery designed to correct nearsightedness is presently cause for the permanent disqualification of military applicants.

Common problems with radial keratotomy include the difficult task of predicting the eventual outcome of the procedure. Only 50 percent of patients can expect to have "perfect" 20/20 vision, two to three years following their surgery, and farsightedness can be a complication as corneal changes can continually progress even years after surgery to create this undesired effect. It is also well documented that visual acuity can change and fluctuate considerably over the course of a day in those patients who have had RK. It is self-evident how this could be a significant problem for soldiers and aviators whose visual acuity could not be reliably corrected.

Some RK patients develop double or "ghost" images due to irregular astigmatism; depth perception can be impaired and glare can become disabling for a few - impairing night driving and causing marked sunlight sensitivity. These could be dangerous complications in a military situation.

RK wounds heal very slowly over a period of months, and complete healing may not occur for over five years. This further emphasizes the fact that the corneal changes from RK are not stable changes. They can cause continued and progressive changes in visual acuity and may be, in part, responsible for the increased risk of corneal infections in RK patients. It is suggested that those individuals who have undergone RK proce-


dures be cautioned to avoid trauma to the eye, since the corneal strength of the RK eye never regains pre-operative strength. A potentially disastrous complication of RK is the subsequent increased risk of corneal laceration and actual rupture of the eye following blunt trauma.

Occasionally MEPS gets an applicant who has had RK or related procedures. If the applicant has not been provided this information, the routine MEPS physical examination can easily detect the corneal scars resulting from such corrective procedures. The MEPS, unfortunately, is required to permanently disqualify applicants who come to ship out for basic training with this new history. Some examples might be: an applicant had RK after qualifying for enlistment in order to obtain an MOS which required better vision than he originally had. One applicant underwent laser keratotomy because his ophthalmologist felt that surgery with a laser would not be disqualifying. One applicant underwent orthokeratology (a rarely used non-surgical process of flattening the cornea, involving progressively tighter and flatter contact lenses) and felt that this would not be disqualifying since no actual corneal surgical incisions were involved. He too would be permanently disqualified for his corneal changes.

In summary, RK is generally safe, relatively effective, with surgical outcomes usually well accepted by patients. However, since the procedure is performed on

Certain potential complications are clearly not compatible with military life and combat readiness.

otherwise healthy eyes and is done largely for convenience, caution should always be used. Patients should always be made fully aware of all potential complications. Outcomes of the procedure are not predictable, and one-half of patients will not have 20/20 vision within two to three years of their surgery. The medical community cannot assure patients that all long-term complications are understood or even known, and corneal changes can progress. Certain potential complications are clearly not compatible with military life and combat readiness.

Radial keratotomy, laser keratotomy, orthokeratology or any keratorefractive surgery is a permanent disqualifier for all branches of the Armed Service. MEPS counselors and recruiters should keep in mind and caution applicants whose vision qualifies for enlistment with restrictions that any procedure that manipulates the cornea to correct nearsightedness is disqualifying and very unlikely to be waived. 



The Youth Attitude Tracking Survey

by Claudia Beach, PAE

A third link in the chain of information about the Army's prime market is the Youth Attitude Tracking Survey (YATS). The Teenage Research Unlimited (TRU) survey explored attitudes of teenagers (12-19 year olds) and the New Recruit Survey (NRS) did the same for members of the prime market that "bought" our product. YATS examines attitudes of the unsold 16-21-year-olds (i.e., prospects).

YATS is an annual telephone survey. Approximately 10,800 men and women, ranging in age from 16 to 24, participated in the Fall 1995 administration. We break this sample down further to young men and young women aged 16-21 and older men and women, aged 22-24. Only young men are the subject of this report. Approximately 4,700 young men were surveyed.

Here, we'll explore propensity, attributes, reasons to join, reasons not to join, advertising awareness and response, influencers, and perceptions of military life.

Propensity

The two most important observations about propensity to come out of this year's YATS are:

Positive propensity of all young men did not change from 1994 to 1995. In fact, statistically, it hasn't changed since the fall between 1991 and 1992.

Positive propensity of young black men decreased again, but is still higher than for young white men. Young Hispanic men have the highest positive propensity.

Attributes and reasons to join

Twenty statements capturing attitudes about future employment

are presented in the YATS survey. Respondents are asked how important those statements, or attributes, are to them, and which service they feel best offers those attributes.

The same attributes rated as the top five in 1994 and 1995, but the order of importance changed slightly. Job security, formerly the second most important attribute, is now the most important to young men. Personal freedom, the most important attribute in 1994, dropped to the third most important attribute to young men this year.

Except for "Something to be proud of," the Army was selected as the service which best offered the most important attributes in 1994. This year young men selected the Army as the service that best offered all the most important attributes. (Note: Respondents were not asked which service best "Prevented sexual harassment of women.")

"Pay for education" and "develop work skills" remain the top two reasons young men say they would join the military. TRU respondents also cite these as important reasons to consider joining the military. New recruits, in the NRS, confirm that "money for college" and "skill training" are pivotal reasons for joining the Army. The Army is the service which respon-

dents believe best offers both of these attributes.

Advertising awareness and response

Awareness of all military advertising, thanks to all services' increased budgets, has returned to 1992 levels. Awareness of individual services' ads continues a downward trend that started in 1993. Young men are still more aware of Army advertising than of the other services. The "money for college" message dominates both active and Reserve advertising, followed by "Be All You Can Be" and skill training.

YATS measures four areas of advertising response: *talked to a recruiter, received recruiting literature, sent in business reply card (BRC) and called a toll-free number*. The Army has a large lead over the other services in all of these four categories except called a toll-free number. Although the Army still leads the other services in this category, it's by a much smaller margin than in the other categories.

Young men are also asked how the first made contact with an Army recruiter was made. This year, for the first time since 1991, *talked at school* outdistanced *call from a recruiter* as the leading mode of contact with a recruiter, and by a wide margin.

	Air Force	Army	Marines	Navy
1995 Top 5 attributes of all young men				
Job security	12.3	27.3	12.7	11.2
Something to be proud of	16.7	20.5	19.2	12.6
Personal freedom	18.4	19.8	7.1	11.1
Prev. sex. harassment of women	NA	NA	NA	NA
Learn a trade/skill	15.7	27.3	12.6	13.7



No matter what the mode of contact, more young men said their interest increased after their contact with a recruiter than ever before. It may be an indication that less telephone prospecting is better for the recruiting process.

YATS respondents were also asked to compare advertising media with this question: "Thinking about the advertisements you have seen or heard recently, and things you have purchased, would you say you are more influenced by ads on/in MEDIA 1 or in MEDIA 2?" Television was rated as the most influential. It is followed by, in descending order of importance, magazines, direct mail, radio and newspapers.

Influencers

Thirty-eight percent of young men say they discussed joining the military with someone other than a recruiter. From a high of 42.9 percent in 1990, this proportion appears to have bottomed out last year at 37.1 percent.

The most often mentioned influencers talked with were mothers, fathers, friends, and girlfriends. However, those influencers have much less military experience than in past years. Of the services mentioned, 9.8 percent served in the Army, 5.4 percent served in the Navy, 4 percent served in the Marines, and 2.7 percent served in the Air Force.

Parental influence may be on the rise, and peer influence may be waning according to this year's young men. More friends are opposed to military service than in previous years, and respondents are indicating they value these friends' opinions less than before. In comparison, young men perceive their parents are more favorable towards military service and value their opinions more highly than their friends'. The value of mothers' opinions, in particular, has risen, and fathers' declined, to the point that they are valued equally this year.

With parents' opinions valued so highly this year, which service do respondents feel their parents would prefer they serve in? The bad news is that the Air Force is still the "most favored service." However, the Army has closed the gap significantly.

Impressions

Young men say they get their impressions of the military from friends and from movies and TV, followed by fathers, older friends and uncles. Only 30 percent of the influencers had any military experience; primarily Army (11 percent), followed by Navy (9.1 percent), Marines (5 percent), and Air Force (3 percent).

The movies/TV shows mentioned were Full Metal Jacket, Platoon, A Few Good Men, Top Gun, M*A*S*H, and Forrest Gump. Half represent the Army, one-third the Marines, the final sixth the Navy. Three depict the Vietnam war, one the Korean war. Despite these possibly negative images, though, the majority of young men say they have positive impressions of the military.

Other questions bear this out. YATS asks respondents to state their level of agreement with sev-

eral statements about military life. For example:

■ **The military is a good place to get the experience necessary to be competitive in the civilian job market.**

■ **The military has nothing but boring jobs and uninteresting routines.**

■ **Life in the military involves great danger and personal risk.**

The results of these statements are encouraging. Approximately 70 percent agreed (strongly or somewhat) that the military is a good place to get the experience necessary to be competitive in the civilian job market. About 72 percent disagreed with the statement about boring jobs and uninteresting routines.

So what?

What does this information do for you, the recruiter? It gives you insights into the collective mindset of your prime audience. Propensity hasn't changed much since 1992. If you were recruiting then, think back to how you overcame the objections of negatively propensed young men then, and apply it today.

Parental influence may be on the rise. Include parents in your prospects' decision making process, especially if they're already supportive of enlistment. If they're not supportive, but your prospect appears to value their opinion, work on their objections as well as the prospect's. Supportive parents could also overcome buyer's remorse and prevent a DEP loss.

Finally, build on positive impressions. Stress the advantages of skills learned in the military and how they can be transferred to civilian work situations. Reinforce the fact that military jobs aren't routine and boring.

Advertising provides the opening, but you have to close the sale and prevent the DEP loss.

Combating Road Fatigue



by Mickey Gattis, USAREC Safety Manager

Recruiters drive millions of miles every year. Any time recruiters are out on the road, they run the risk of developing a condition called "road fatigue." It is caused by a combination of long monotonous drives, lack of sleep, and poor ventilation. All too often, the result is a fatal accident. There are certain precautions that should be taken in order to combat road fatigue. Here are a few suggestions:

- **Get enough sleep.**

Leaving on a long trip when you're already tired is dangerous. If you have a long trip scheduled, make sure that you get a good night's sleep before you go. Most people require seven to eight hours of sleep every 24 hours.

- **Schedule trips safely.**

Your body gets used to sleeping during certain hours. If you are driving during those hours, you will be less alert. If possible, try to schedule trips for the hours you are normally awake. Many accidents between vehicles and heavy motor vehicles occur between midnight and 6 a.m. Tired drivers can easily fall asleep at these times, especially if they don't regularly drive at those hours. Trying to push on and finish a long trip at these times can be dangerous.

- **Avoid medication.**

Many medicines will make you sleepy. Those that do may have a label warning against operating vehicles or machinery. The most common medicine of this type is the ordinary cold pill. If you have to drive with a cold, you are better off suffering from the cold than from the effects of the medicine.

- **Keep cool.**

A hot, poorly ventilated car can make you sleepy. Keep the window or vent cracked, or use the air conditioner, if you have one.

- **Take breaks.**

Short breaks can keep you alert, but the time to take them is before you feel really drowsy or tired. Stop often. Walk around, and inspect your vehicle. It may help to do some physical exercises.

Although sleepiness is inevitable, there are certain things to remember when it happens. Trying to push on is the major cause of fatal accidents. First of all, when your body needs sleep, sleep is the only thing that will work. Stop for the night at the first signs of sleepiness, even if it is earlier than you planned. The time lost can be made up the next day by getting an earlier start. This way you can stay on schedule without undue hazard. If it would be impossible for you to stop for the night, take a short nap. A half-hour nap break goes a longer way toward battling fatigue than a half-hour coffee break.

- **Last, but certainly not least, avoid drugs.**

There are no drugs that can take the place of sleep. They may make you feel more alert in the beginning, but ultimately, they may make you more tired.

Road fatigue plagues anyone who does not use common sense when driving long distances. So please keep these precautions and safety tips in mind when you are on the road. Whether you are traveling for your job or just for pleasure, whether it be in your GOV, car, van, or 18-wheeler, always be cautious.

USAR Technical Warrant Officer Recruiting Update

The new Technical Warrant Officer Recruiter Management Regulation, USAREC Regulation 350-11, is back from the printer and was distributed along with the required forms during the September training conference.

In addition, Army Reserve RPI 747, "You May Warrant a New Rank," has arrived. The initial issue of this RPI was mailed to the battalions.

Quality Control: Ensure the DA Form 2-1 and the authorized ribbons shown on the DA photo match.

We would like to welcome the following new members to the command's USAR Technical Warrant Officer Recruiting Team:

SSG Matta, Columbia Battalion,
2d Brigade

SFC Malcomb, Nashville Battalion,
2d Brigade

SFC Fennel, Minneapolis Battalion,
3d Brigade

SFC Hardcastle, Salt Lake City
Battalion, 6th Brigade

SFC Balag, Portland Battalion
(Honolulu), 6th Brigade

US Army Warrant Officer
"THE KEEPER OF THE KEYS"

Chaplain recruiting update

The USAREC chaplain recruiters are entering the most vital time of year for success in the chaplain candidate market.

The chaplain recruiters will be busy prospecting in seminaries throughout the country. Keep your eyes and ears open for anyone in your community who is attending a graduate school for the purpose of becoming a minister, priest, imam or rabbi. Let them know that with a baccalaureate degree and enrollment in a graduate school, they can receive a direct commission as a second lieutenant in the Army Reserve and be appointed as a chaplain candidate in

the Staff Specialist Branch.

Remember that first to contact, first to contract applies to chaplain recruiting, too. As a new addition to USAREC's USAR recruiting team, your assistance is greatly appreciated.

"Be All Thee Can Be"



VACPOT/TWOPART LEADS application and release to the field

In August 1996, after nearly a year in the works, HQ USAREC has released the new and improved VACPOT to the field recruiting force. The release followed an extensive re-write of the program code and interfaces associated with the VACPOT/TWOPART leads application. Reserve Affairs automation personnel, working with Information Management, submitted the initial request in FY 95 to modernize these applications and migrate them "in-house." It was apparent during the analysis that the VACPOT/TWOPART applications needed to incorporate the latest changes in USAREC's Reserve personnel, operations, and technological communities to provide the field force with usable and reliable leads.

The new VACPOT application incorporates a number of enhancements over the old application. The following list identifies a few of these:

Distribution of the VACPOT leads electronically to the recruiting station

VACPOT leads will now be distributed down to the station level as an attached cc:Mail file. This file can then be saved as a text document and viewed, printed, or updated using Microsoft Word.

Using the Total Army Data Base - Reserve, (TAPDB-R) and REQUEST data

The information now contained in the VACPOT report is the same informa-

tion that battalion, brigade operations, and USAREC liaison teams use to verify transfer and enlistment eligibility of Inactive Ready Reserve (IRR) and prior service (PS) personnel. The VACPOT report also uses vacancy and unit information provided by REQUEST. This facilitates standard procedures and policies within USAREC for IRR transfers and/or PS enlistments.

An automated top of the system edit procedure that checks the current transfer eligibility codes, eliminating soldiers from the report who do not meet eligibility requirements IAW regulatory guidance.

This allows the recruiter to quickly and effortlessly identify applicants who are qualified to process. The VACPOT report can now be used as a true "one pass" procedure.

Display of personnel information such as date of rank and expiration of Ready Reserve obligation date, date of birth, PMOS, SMOS, and additional information that will assist the recruiter in sales and packet administration.

The creation of maintenance screens controlled and maintained by HQ USAREC, Reserve Affairs personnel, that allow for quick changes to the VACPOT application.

Changes in eligibility codes, commuting distance, recruiting policies and procedures, unit search parameters, and unit address information can now be made in a matter of minutes through the use of application maintenance screens. In the past, these types of changes could take days, even months to implement.

The electronic versions of the VACPOT and TWOPART are useful tools for the field force as long as these tools meet the needs of the recruiter. It is important for the end users to provide feedback to this headquarters in order to make any necessary changes to the application. Your input will ensure the application meets your needs.

Comments should be forwarded to HQ, USAREC, Reserve Affairs, via cc:Mail to Poczynnek, D or Montgomery, V.



SFC Elmer Hilbrant, Reserve recruiter at the Pearlridge (Hawaii) recruiting station on the island of Oahu, talks from his home rig to SSG Gary Ballard 225 miles away in Hilo. The two use the Army Military Amateur Radio System to communicate at no cost with fellow recruiters, applicants, and Honolulu Company Headquarters.

Hamming it up in Hawaii

Story and photo by Ray Graham, Honolulu Company

■ Two Hawaii-based Army recruiters are using today's technology to their recruiting advantage. SFC Elmer Hilbrant, Reserve recruiter at the Pearlridge (Hawaii) station and SSG Gary Ballard, station commander, Hilo, (Hawaii) station, are both licensed amateur radio (ham) operators. Ballard recently moved from Pearlridge to take over this two-man station on the "Big Island" of Hawaii.

The two stay in touch using this free form of almost instant communication. Using the local autopatch for telephone calls, they are able to patch their portable VHF radios into a repeater operated by the local Army Military Amateur Radios System (MARS), and transmit and receive telephone calls in a normal

manner throughout the Hawaiian Islands at no expense to Uncle Sam.

"The Big Island is appropriately nicknamed," said Ballard. "Its giant size means I get a lot of windshield time traveling around to meet applicants. There'd be even more if it weren't for my ham system," he explains. "I can contact the company headquarters in Honolulu, or I can call applicants right from my car to make sure they're going to be home. One time I couldn't find an applicant's house, so I phoned him using autopatch and got directions."

On the island of Oahu at the Pearlridge Station, Hilbrant has experienced similar success using amateur radio.

"You can get stuck in traffic or get delayed at an appointment, and the mobile ham system allows you to call ahead at no charge from your car or wherever. It is a big savings over what I'd have to pay if I were connected to the commercial cellular phone system," he says. Also, it is convenient to con-

tact applicants early in the morning (when they're scheduled to go to the MEPs) if they don't answer their door," he says.

Hilbrant and his wife, Martha, belong to Oahu Civil Defense, and, using the autopatch, they have assisted in relaying emergency information to local police, fire, and ambulance agencies. They were on stand-by to relay information during a recent tsunami (tidal wave) alert in Honolulu.

Both Hilbrant and Ballard didn't just suddenly start transmitting on their ham systems. They admit it takes sort of an "electronics nut" to do what they're doing. "It has taken a lot of study and a fairly heavy investment in equipment," explains Hilbrant.

"You have to take a test to get your amateur radio license, then the FCC assigns you your call letters," he says.

Hilbrant is a General Class Radio Operator. His wife and Ballard are No-code Technical Radio Operators. "All exams used to include a test of your knowledge of Morse code. But today's more efficient transmitters and audio systems have made Morse code less necessary," Hilbrant says.

Hilbrant is also active on the Internet. Thanks to him, Pearlridge Recruiting Station was one of the first stations in the 6th Brigade to have a home page on the Internet. Hilbrant was the man responsible for writing the code for it and putting it on-line (you can connect to it at <http://www.cris.com/~6h5-apa/6h5p/pearl.shtml>).

Hilbrant and Ballard both agree that the time and effort that went into getting their ham radio licenses was definitely worth it, not only for recruiting, but for the enrichment it has added to their lives.

Learning sales techniques through role playing

Story and photo by Anita Horky, 5th Brigade A&PA

■ The setting could have been any Army recruiting station. An RPI rack greeted visitors at the door, and posters hung on the walls.

Plain-clothed walk-ins sat in front of uniformed NCOs and officers who explained the many benefits of Army service.

The soldiers showed the prospects their sales books and asked questions. The walk-ins talked about their interests and pondered Army life.

But this wasn't a station on Main Street or in the local mall. It was a hotel room.

And the walk-ins weren't walk-ins at all. They were staff members from 5th Brigade headquarters acting as interested prospects.

And the recruiters ... well, they *were* recruiters: first sergeants and company commanders participating in a sales certification course.

The course, part of the brigade's recent company leadership training, used role-playing to teach successful sales presentation techniques.

"Our goal for today is to determine if you have the knowledge of the sales cycle down so you can sell an applicant," Brigade Deputy Commander COL Gary Carlson told the company leadership teams while introducing the course.

"This will make sure we're doing this on the same 'battle site.' Use this as a starting point to improve your personal sales skills, in addition to those of your recruiters," Carlson said.

The then Brigade Commander COL John A. Jones said the sales

presentation can make or break a contract.

First, company commanders gave sales presentations to the "walk-ins."

While the commanders told the Army story, brigade recruiter trainers and instructors from the basic recruiting course at Fort Jackson, S.C., observed and filled out critique sheets. The first sergeants also observed the process.

Afterward, the recruiter trainers and instructors discussed the positive and negative aspects of the presentations with the CLTs. These critique sessions were friendly and informative.

Next, it was the first sergeants' turns, which were also followed by critiques. SFC David Dawson, one of the basic recruiting course instructors, credited the training's success to the participants' willingness to learn.

"This training is successful because the CLTs are very receptive to (the trainers') ideas and what we're saying," Dawson said. "This wouldn't work otherwise."

One receptive participant was CPT Charles Jackson, commander, Tyler (Texas) Company.

"It was a good experience," said Jackson, who had never conducted a sales presentation before. "My instructor pointed out some things that will help me and the station. I'll be a better trainer because I'll be able to observe the recruiters giving sales presentations."

For others, the course was refresher training. 1SG Edward Spengler from Conroe (Texas) Company said that while he did OK, his sales skills were "rusty."

"It's good we do this every now and then," he said. "We probably don't do this as often as we should."



CPT Nancy Jones, team leader, Houston Health Care Recruiting Team, talks to a 'prospect' while SFC Eddy Capps, a brigade senior trainer, observes. The mock sales presentation was part of the brigade's recent company leadership training.



Sit-ups for contracts in the South Salt Lake City recruiting station

LTC Daniel A. Fey made a bet with SSG Sean Openshaw of the South Salt Lake City recruiting station. "The bet was simple. If he wrote four contracts in a month I'd do 200 sit-ups for him, but if he didn't write the contracts, he'd do 200 sit-ups for me," stated Fey. Openshaw wrote the contracts and won the bet. Fey kept his end of the deal by doing 200 sit-ups, while Openshaw had the pleasure of spotting his feet and counting every sit-up. (Photo by Cynthia O. Smith)

LA recruiter is commended for doing the right thing



SFC Harold Lee, (second from left) Glendale Recruiting Station, enjoys congratulations for his individual contributions to a community-based policing group. MSG Nancy A. Welch (left) and CPT Caroline Davis, both from Los Angeles Battalion Reserve Operations give their support. On the far right is Captain Willie L. Williams, Los Angeles Chief of Police, who also extended his good wishes. (Photo by Alice Lewis)

It's all about the mission

Story and photo by Phil Guerrero, Phoenix Battalion A&PA

■ Growing up in a farming community in Oregon, Gary Lacer knew about task-oriented work from a young age. By the time he was four, he was required to finish a handful of tasks around the family farm.

Things haven't changed all that much for Lacer. As a recruiter, SFC Lacer enjoys the fruits of his labors and sees his home lifestyle as a training ground for his present career.

An 11-year NCO and a 19K (tanker), Lacer is using all his skills to focus on the mission at hand, putting young people in boots. Working out of the Sierra Vista (Arizona) Recruiting Station, near the front gate of Fort Huachuca, has its advantages and a few obstacles.

"Everyone tells you how easy it is to recruit in an Army town like Sierra Vista, but sometimes you have to grit your teeth as the young recruits explain to you what the Army's all about," he said smiling.

"You hear things like; 'My dad's a sergeant major and he says...' you just have to grin and bear it."

Lacer notes there are strong advantages to recruiting in an Army town, but it can be a dual-edged sword.

As far as any negatives with having an active Army post next door to your recruiting station, Lacer recalls if a post soldier goes downtown and gets into trouble it reflects poorly on everyone else in uniform,

including recruiters.

Lacer lives the old recruiting slogan, first to contact - first to contract. "I don't make excuses, I don't like excuses," the old tanker stressed.

"I have a mission; I execute that mission. I don't think recruiting is all that hard. It's all pretty straight forward to me."

Lacer's philosophy is just about as simple as his days on the farm. If you want crops in the fall, you have to plant in the spring. Cultivating young recruits takes much of the same care.

"To end up at the end of the month at the right place, you have to meet and contact the right number of people to get those appointments to get to them to take the ASVAB, then the physical, then get them to sign-up," Lacer explained.

"I don't see our job much different than when I was on a tank crew. I just can't imagine a tank crew starting a mission with the thought 'we're not going to achieve our mission.' If that were the case, then why even start the tank?"

As with farming, the work doesn't end once the seed has been planted, Lacer relates. People in the Delayed Enlistment Program need cultivation to make it all the way to basic training.

One of the unique ways the Sierra Vista station helps ensure their recruits are ready for the rigors of basic is to run with them four times weekly at 6:30 a.m.,

instead of just once a week. The Sierra Vista recruiters find that the recruits gain not only physical stamina, but self-confidence as their run time comes down, and the number of push-ups increases. Sierra Vista recruits enter basic confident that they are fully prepared to pass the Army's physical training requirement.

Self-confidence also builds pride; and the recruiters at Sierra Vista have much to be proud of. For the past 23 months the recruiting station has made mission; and success does build success.

Lacer relates that the keys to being a good farmer apply equally to quality recruiters. Get up early; work late; don't be discouraged by today's weather outlook; work hard; have faith; and believe in yourself.



The Sierra Vista recruiters have made mission for 23 consecutive months. Above from bottom left are SSG Jarrett Halverson; SFC Gary Lacer; SGT Mark Beyerle; and SFC Cindy Tims, Sierra Vista station commander. Top left are SSG Michael Azevedo, SGT Bobby Zavala, and SSG Tim Beeman.

The Test

1. What is the requirement for senior contacts by 31 October?

- a. 30 percent
- b. 40 percent
- c. 50 percent
- d. 60 percent

2. Station commanders will conduct performance counseling in accordance with the requirements of the Noncommissioned Officer Evaluation Report (NCO-ER).

- a. True
- b. False

3. Should a waiver for a prior service USAR applicant concerning "overage" be forwarded directly to the approval authority?

- a. Yes
- b. No

4. What report is used to evaluate market share?

- a. UF 711-4
- b. (DOD) Market Share Reports (MSN 45 and MSN 46)
- c. MEPCOM Form 1721A
- d. None of the above

5. For DTP members in the Alternate Training Program, follow-up intervals will be _____ after returning from basic training.

- a. monthly
- b. bimonthly
- c. weekly
- d. once per quarter

6. Who is the approval authority for domicile to duty?

- a. Company commander
- b. Battalion executive officer
- c. Battalion commander
- d. Brigade commander

7. What is the maximum allowable number of dependents a nurse applicant may have?

- a. Three
- b. Four
- c. Five
- d. None of the above

8. Who is responsible for maintaining the school folder for a college in a recruiting station zone?

- a. A recruiter designated by the station commander
- b. Station commander
- c. All recruiters in the station
- d. CLT

9. All 200 cards placed in the terminated file, without any further recruiter follow-ups, may be destroyed after _____ months.

- a. three
- b. six
- c. nine
- d. 12

10. Recruiting station commanders will provide each recruiter with a copy of version 81a and 81b of the Enlistment Screening Test, to include a score key.

- a. True
- b. False

11. Soldiers who enlist for the Student Loan Repayment Program (SLRP) are subject to both federal and state income taxes as taxable income for each year payment is made.

- a. True
- b. False

12. Recruiting station commanders will inventory EST materials _____ and CAST software _____ for accountability and condition with a member of the company leadership team.

- a. semiannually, annually
- b. quarterly, semiannually
- c. annually, monthly
- d. monthly, quarterly

13. Recruiters who claim reimbursements for their recruiting expenses will maintain and update SF 1164 daily or as expenses are incurred.

- a. True
- b. False

14. If a scale on a map is 1:50,000 this means that 1 inch on the map equals 50,000 _____ on the ground.

- a. meters
- b. centimeters
- c. inches
- d. none of the above

15. Which is the safest and easiest way to grip a hand grenade for throwing?

- a. Safety lever held down by the first two fingers, keeping pull ring free
- b. Safety lever held down by thumb, keeping pull ring free
- c. Safety lever held down by thumb, index finger through pull ring
- d. Safety lever held down by palm, index finger through pull ring

16. When engaging with small arms fire a jet aircraft that is flying directly at you, you should aim _____.

- a. Just below the aircraft's nose
- b. Just above the aircraft's nose
- c. Straight at the aircraft's nose
- d. A football field length in front of the aircraft's nose

(The answers to this month's Test can be found on the inside back cover.)

Rings

ALBANY

SSG Dennis Ford

AMEDD Det 5th Bde

SFC Michael Cambron

CHICAGO

SFC Mark Robinson

CLEVELAND

SSG Bonnie Hutchings

COLUMBIA

SSG Linda Holland

SSG Randy Bailey

COLUMBUS

SSG Joseph Wagener

SSG James Florance

SFC Tory Hendrieth

DALLAS

SFC Jerome McAskil

SSG Dallas Graham

GREAT LAKES

SFC Terry Carriveau

HOUSTON

SSG David Sherman

SFC Valerie Olson

SSG Perry Baumann

INDIANAPOLIS

SSG Dodd Mitchell

JACKSONVILLE

SSG George Quinones

SSG Willis Council

SGT Derrick Dawson

LOS ANGELES

SSG Chareeya Wilkerson

SFC Richard Emmons

SFC Samuel Ruiz

SFC Kenneth Shumaker

SFC Stephen Lawler

MONTGOMERY

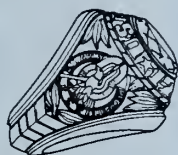
SSG Rhetta Foust

SFC Robert Herren

SSG Ronnie Travis

NASHVILLE

SFC Joseph Courtney



NEW ORLEANS

SFC Mitchell Briant

SFC Timothy Anderson

NEW YORK CITY

SSG Casey Jones

SFC Sebrina Minter

SFC Gail Nolan

OKLAHOMA CITY

SSG Samuel Price

SSG Jeffrey Wilmath

SFC Shawn Stephens

PHILADELPHIA

SFC Michael Gormley

SSG Steven Mcleod

PHOENIX

SGT April Upton

SSG Earnest Walker

SSG James Brown

SSG Peter Sherwood

SFC Edwin Weaver

SSG Martin Arellano

SFC Pete Zamora

RALEIGH

SSG Andy Wilson

SSG Eugene Hahn

SAN ANTONIO

SGT Julio Matta-Robles

SFC Benigno Davila

SPECIAL MISSIONS

SFC Eduardo Valcourt

SFC William Bouyoucas

SFC David Boyer

SFC Darren Sherrard

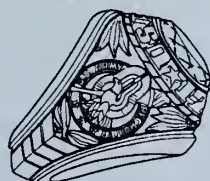
SOUTHERN CALIF.

SFC Gary Petty

SSG Terry Anderson

TAMPA

SGT Gregory Kerr



The Glen E. Morrell Award



BALTIMORE

SFC Joseph Worrells

SFC John Koger

BECKLEY

SSG Billy Smith

SFC Harold Crewey

COLUMBIA

SFC Curtis Jackson

GREAT LAKES

SSG Scott Young

PHILADELPHIA

SFC Michael Turner

PHOENIX

SFC Patrick Rohrberg

SFC Barbara Jeter

MSG James Terrell

SSG Patrick Stevenson

SAN ANTONIO

GS7 Calixtro Carranza

Gold Badges

CHICAGO

SSG Michael Davis

SSG Stephen Garrett

SFC Paul Christie

CLEVELAND

SGT Mark Wells

SSG Don Carter

SSG Edward Tushar

SFC Barry Penn

SSG Yolander Wilson

SSG John Vangundy

SSG Robert Riley

COLUMBIA

SSG Cedric Davis

SGT Michael Hillard

SGT James Harris

SGT Charles Rhoads

SFC Wayne Scott

SGT Dennis McKnight

SSG Patricia Milam

COLUMBUS

SGT Keith Turner

SSG Benjamin Taylor

SSG Fredrick Peel

SGT Harvey Hicks



SGT Donald Linnemann

SSG Michael Sanders

SGT Dondeagio Bennett

DALLAS

SSG Cedric Taylor

DENVER

SSG Jimmy Perry

SFC Raul Ruiz

SSG James Roach

DES MOINES

SFC Jack Peterson

SSG Kenneth Murrell

SSG Milton Johnson

SSG Patrick Ihns

GREAT LAKES

SSG David Perales

SSG Maurice Dixon

SGT Addison Barber

SGT James Lanier

HARRISBURG

SGT Thomas Fessenden

SGT Benjamin Fryar

HOUSTON

SGT Richard Lotter
SGT Errol Radford
SSG Harold Miller
SSG James Rhodes
SSG Anthony Harvey
SFC Clifton West
SFC Willie Clemmons
SFC R. Nierstheimer
SSG Doyle Hunter
SSG Chris Turner

INDIANAPOLIS

SGT Wallace Maynard
SSG William Kindred
SFC Johnny Martinez
SSG Charles Robinson
SSG James Whitt

JACKSONVILLE

SSG John McBride
SSG Larry Nicodemus
SGT Marty Anderson
SGT Herman Robinson

LOS ANGELES

SSG Brad Zink
SFC Stanley Akins
SSG Elmar Harmon

MIAMI

SSG Paul Pratt

NASHVILLE

SSG Frederick Glenn
SSG Teddy Barlow
SSG Scott Byers
SSG Michael Dodd
SSG Curt Coslet
SFC D. Richardson
SGT Michael Howie
SGT Tony Briggs
SGT Anthony Melton

NEW ORLEANS

SSG Donald Harvey
SSG Jade James
SSG Reynaud Hall
SSG John Kennard

NEW YORK CITY

SSG Herminio Incle
SSG Jose Ortiz-Berrios

OKLAHOMA CITY

SGT James Waston
SSG Curtis Anderson

SSG Michael Buse
SSG Michael McGee
SGT Ellis Carroll
SSG Ezriel Sigee
SSG Brice Reed
SGT Samuel Gardner
SGT Lester Lane
SGT Lance Davis
SGT Monte Gray

PHILADELPHIA

SGT Derryn Knight

PHOENIX

SGT Ramiro Espinosa
SFC Daryl Velasquez

RALEIGH

SSG Jerome Warren
SSG Charisse Johnson
SSG Douglas Mitchell
SSG John Smith
SSG Lucy Robinson
SGT Calvin Boyce
SSG Alton Croslin
SGT John Range

SACRAMENTO

SGT Milan Sabolboro
SFC Nathaniel Kent
SSG Monte Davis
SGT William Peters

SSG Paul Kelsey
SSG Donald Yates
SSG Richard Fletcher
SGT Glenn Funai
SSG Ronald Dickens
SFC Roscoe Hall
SSG Ernest Lenon

SAN ANTONIO

SSG G. Irizarry-Perez
SSG Hector Martinez
SGT Gregory Pair
SSG Herminio Paez
SGT Wendy Taylor
SSG Shawn Woolever
SGT Jennifer Trumble
SGT Christopher Trumble
SSG Melinda Burkhalter

SOUTHERN CALIF.

SSG Ralph Craddock

ST LOUIS

SGT Garfield Duckett
SSG Donald Hilgendorf
SSG Paul Fitzgerald

SYRACUSE

SSG Matthew Keenan

TAMPA

SGT Jeffery Williams
SGT Willie Gilbert
SGT Gail Newell
SSG Milous Lochie
SSG Havier Figueroa
SSG Alton Stewart



SGT Ronald Ratliff
SGT Andre Rogers
SGT John Pickett
SGT Gregory Holly

PITTSBURGH

SFC John Holtz
SGT Ronald Basler

PORTLAND

SSG James Prause
SSG Ronald Delacruz

Quality Volume

The Key To Our Success

RSM August

		1st Brigade	2d Brigade	3d Brigade	5th Brigade	6th Brigade
Top Team Member (Recruiter)						
RA	(Bn)	SGT Januchowski, J Syracuse	SSG Acevedo Miami	SGT Barley-Childress Great Lakes	SSG Gehring, E San Antonio	SFC Watkins, N Los Angeles
USAR	(Bn)	SSG Sirianni, M Harrisburg	SFC Vasquez, E Atlanta	SSG Mosley, T Indianapolis	SSG Winn, T. Dallas	GS7 Vaouli, S Portland
Top Team (Station)						
Large	(Bn)	Bangor New England	Hialeah Miami	Keystone Indianapolis	New Iberia New Orleans	Glendale Los Angeles
Small	(Bn)	Laconia New England	Louisville Jackson	Michigan City Indianapolis	Altus Oklahoma City	Soldatna Seattle
Top Team Builder (Company)						
	(Bn)	Bayonne New York City Bangor New England James River Columbia Baltimore Rochester Syracuse Harrisburg Harrisburg	Peachtree Atlanta Aguadilla Miami Atlanta E - Point Atlanta			
Top Quality Volume Battalion						

Answers to the Test

- | | | |
|---|---|--|
| 1. b, USAREC Reg 350-6,
table 3-1 | 6. c, USAREC Reg 56-1,
para 3-3b | 11. a, AR 601-210, table 9-4,
line 6c(5) |
| 2. a, USAREC Reg 350-7,
para 8-6 | 7. d, USAREC Reg 601-37,
para 4-4 | 12. a, USAREC Reg 611-4,
para 5c(2) |
| 3. a, USAREC Reg 601-56,
table 2-6 | 8. a, USAREC 350-7, para
4-14 b(4) | 13. a, USAREC Supp.1 to AR 37-
106, para 19-6.1 |
| 4. b, USAREC Reg USAREC
350-7, para 2-10 | 9. b, USAREC Reg 350-7,
appendix I, para 1-3 | 14. c, STP 21-1 SMCT, page 105 |
| 5. d, USAREC Reg 601-95, para
2-4 c(6) | 10. a, USAREC Reg 611-4,
para 10a | 15. b, STP 21-1 SMCT, page 304 |
| | | 16. b, STP 21-1 SMCT, page 188 |

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